

Discussion Notes Packet

- Key considerations from Committee discussions & written materials
 - Mayor/Vice Chair Documents & Notes
 - School Committee motion
 - Glenn Koocher/MASC guidance
 - Search related terms/words/actions frequently mentioned to date
 - Timeline Template using the overarching phases of the search process



School Committee Special Meeting

For the purpose of discussing the timeline for the Superintendent search.

October 29, 2024
6:00pm - 8:00pm

KEY CONSIDERATIONS FROM COMMITTEE DISCUSSIONS & WRITTEN MATERIALS

Mayor/Vice Chair Documents & Notes

1. **School Committee Round Table with Glenn Koocher from MASC:** Overview of an Effective Superintendent Search Process
2. **School Committee Visioning Session** to discuss/identify the characteristics members would like to see in the next Superintendent
 - a. Perhaps use se a value sort exercise
3. **School Committee DEI Training**
 - a. Key Considerations for Superintendent Search
 - b. Search needs to be inclusive and bias free
 - c. Use same/similar protocols used for the CPS Budget Process [CH]
 - d. Use a value sort exercise
 - i. Hybrid session
 - ii. Media cafe
 - iii. Have people managing zoom
 - iv. Perhaps a Gabriella type person
4. **Community input** on qualities/values of the Superintendent
 - a. Could be a school-based process with family liaisons managing the sessions
 - b. The Committee should look at how the recent City Manager's process was laid out (groups below were running simultaneously)
 - i. Online process
 - ii. Community based
 - iii. Interfaith community
 - iv. Other community members
5. Take all info to help create a values list
6. The Committee will need to write a **RFP for a consultant**
7. The Committee will need a **resume screening group?**
8. How should the Committee organize **interview teams** (inclusive)?
 - a. Thoughts/Ideas:
 - i. Harvard to provide a place for interviews
 - ii. Appoint teams of people
 - iii. SC to interview the top 3

KEY CONSIDERATIONS FROM COMMITTEE DISCUSSIONS & WRITTEN MATERIALS

**School Committee
Motion**

1. Name Ad-Hoc Superintendent **Search Sub-Committee**
2. Engage with MASC and/or Search Firm to **help with search process**
3. MASC and/or Search Firm draft **community surveys**
4. Ad-Hoc Subcommittee meeting to review surveys
5. Send community surveys
6. Posting goes live
7. Finish **vetting applications**
8. School Committee finishes **1st round of interviews** of candidates
9. Compile **feedback from community of top candidates**
10. **If finalist(s) are identified, the School Committee finishes the 2nd round of interviews.** If not, adopt a calendar for extended search
11. School Committee **appoints new Superintendent**

KEY CONSIDERATIONS FROM COMMITTEE DISCUSSIONS & WRITTEN MATERIALS

Glenn Koocher/ MASC Guidance

PROCESS GUIDANCE

- **SUGGESTION:** Special Meeting (so votes can be taken) for the sole purpose of discussion the Cambridge timeline
- Attorney General has determined:
 - o A majority of the SC **cannot** sit on the screening/search committee
 - o It is allowable to set and state the parameters of the commitment
 - o *It is recommended that 3 members of the SC serve on the screening/search committee*
- **Typical Process Phases/Buckets:** (1) Planning, (2) Engagement, (3) Recruitment, (4) Selection, (5) Appointment/Transition

ACTION STEPS GUIDANCE

1. Before the process begins the Committee should have the DEI staff do a **training for DEI**, and inclusiveness
2. The Committee should **decide if you are going to engage with a Search Firm** and which parts of the process you want them to facilitate
3. **Form a School Committee Search Committee**
 - o It is recommended that 3 members of the SC serve on the screening/search committee
4. **Confer with community** and learn what they are looking for professionally and organizationally
 - o Focus groups with the community are important, electronic survey is another way to get info and very popular, generally polling
 - Recommends setting up separate meetings for separate constituent groups - Know that constituents all ask how they can be involved
 - o Volunteer to serve on screening committee
 - o Be part of Cambridge on-site meet & greets

(Information from Mr. Koocher continues on the next page)

**Glenn Koocher/
MASC Guidance
con't**

5. Must do **thorough vetting process of applicants** because there are a range of reasons why a person has left a Superintendentcy
6. Submitted applications should come in to a secure site (school or city side)
 - Should be stored on a secure cloud
 - Access to the cloud by committee
7. Prior to the interviews the group will come together to **formulate the questions** — **questions may not be developed in Executive Session**
8. Before anything happens regarding inviting candidates to interview, the Committee should take an informal straw poll to make sure the group is clear on the direction headed
 - a. Interviews should run for about 75 minutes
 - b. Take another straw poll after the interviews to get a sense of where the group stands on progress
9. **Before candidates are moved to finalist stage, the chair usually calls the candidates of their status and informing the candidate that going forward everything is public**

**BASED ON THE DISCUSSIONS & MATERIALS TO DATE:
KEY TERMS/WORDS/ACTIONS THAT SURFACED FREQUENTLY**

**Compilation
(in alphabetical order)**

- Advertising
- Appointment
- Approve Selection Criteria
- Candidate Contact
- Candidate Recruitment
- Candidate Screening
- Committee Evaluation of Candidates
- Complete Reference Checks
- Determine & Approve Compensation Package
- Develop Job Description
- Develop Interview Questions
- Develop Leadership Profile
- Engagement
- Focus Groups
- Identify District Success Factors & Major Issues
- Identify School Committee Expectations for a New Leader
- Planning
- Selection
- Transition

**BASED ON THE DISCUSSIONS & MATERIALS TO DATE:
OVERARCHING PHASES OF THE CPS SUPERINTENDENT SEARCH**

<p align="center">PLANNING</p>	<p>School Committee Round Table with Glenn Koocher from MASC: Overview of an Effective Superintendent Search Process [session convened on 10.15.2024]</p>
<p align="center">ENGAGEMENT</p>	
<p align="center">RECRUITMENT</p>	
<p align="center">SELECTION</p>	
<p align="center">APPOINTMENT Must happen before 11/04/25</p> <p align="center">TRANSITION</p>	<p>Important Note: <u>Section 17 of the Rules of the School Committee states:</u> No appointment or promotion shall be made or recommended and no increase in salaries of any of the personnel shall be granted after the date of the biennial election to hold anyone beyond the term of the present School Committee. Further, this rule shall not apply to the appointment of teachers. [Election Day is Tuesday, November 4, 2025]</p>

